

WORKERS COMPENSATION BOARD OF MANITOBA FIVE YEAR PLAN 2013-2017







VISION, MISSION AND VALUES

Vision

SAFE Work – A Way of Life

Mission

Working with its partners, the Workers Compensation Board of Manitoba promotes safe and healthy workplaces, promotes recovery and return to work, provides compassionate and supportive compensation services for workers and employers, and ensures responsible financial stewardship.

Values

We are committed to being a safe workplace that:

- operates with fairness, integrity and respect
- provides services that are fast, easy, caring, right and clear
- strives for excellence
- manages our resources efficiently and effectively
- operates in an open and transparent manner
- is accountable to the public and our partners
- develops our staff and provides a supportive, innovative and creative environment
- meets the diverse needs of our clients in a comfortable and welcoming way
- provides a respectful and diverse workplace reflective of Manitoba
- works collaboratively with our partners
- is a valued member of the community.



INTRODUCTION

Each year the WCB develops a Five Year Plan – its vision for the future. Over the next five years, the WCB will continue to promote a culture of safety and health in Manitoba and to work with our partners to help make workplaces safer. The WCB has a responsibility to injured workers to be effective in providing compassionate and supportive compensation services, and in helping them return to health and productive and meaningful work in a timely and safe manner. As well, the WCB remains committed to making continuous improvements in the way services are provided to all of the organization's valued stakeholders, and to do so in a financially responsible manner.

The WCB operates according to four themes that provide an operational framework for how the organization conducts its business:

Prevention – Preventing Injuries and Illnesses through Promotion, Protection and Education

Recovery – Returning Workers to Health and Work

Service – Continuously Improving Services

Stewardship – Effectively Managing Human, Technological and Financial Resources

This Five Year Plan looks to the future, outlining significant initiatives that will build on the strategies for success in each of the four themes. For information on the WCB's current activities, please refer to the 2012 Annual Report.



PREVENTION

In 2012, the Minister of Family Services and Labour launched a review of workplace injuries and illness in Manitoba that would be used to develop a comprehensive strategy that will transform the way Manitoba approaches workplace injury and illness. The Minister's Injury Prevention Action Plan will be announced in 2013. The WCB is ready to fulfill its role, as envisioned in that Action Plan.

Goal: Reducing the workplace injury rate

Strategies:

To enhance the safety of Manitoba workplaces, expand prevention knowledge and build capacity, the WCB will begin to implement the Injury Prevention Action Plan to be announced by the Minister of Family Services and Labour in 2013.

To strengthen the business case for prevention, the WCB will consider and respond to recommendations for the assessment rate model that arise from the Minister's Action Plan.

Goal: Promoting a culture of SAFE Work in Manitoba

Strategies:

To expand awareness and change attitudes toward workplace safety and health, the WCB will ensure that SAFE Work public awareness activities are aligned with the Minister's Action Plan.

To enhance partnerships, foster champions and be a leader in workplace safety and health, the WCB will continue to engage industry leaders in prevention, aligned with the Minister's Action Plan.

Five Year Targets:

Achieve a reduction in the time loss injury rate to 3.0 per 100 full time workers and a reduction in the number of serious injuries and fatalities.

Increase the number of Manitobans who reject the notion that workplace injuries are inevitable to 70 per cent.

Note: The above targets relate to current programs and activities. In the future, measures and targets will be developed to align with the Minister's Action Plan.

RECOVERY

Goal: Improving support for workers' timely return to health

Strategies:

To improve the quality and timeliness of medical information and advice from internal healthcare professionals, the WCB will develop a strategy for healthcare services through the Brandon Regional Office.

To improve the quality, consistency and timeliness of medical advice from external healthcare professionals, the WCB will design an electronic healthcare reporting and billing system.

Goal: Improving support for workers' timely and safe return to productive and meaningful work

Strategies:

To support employers in implementing high-quality return to work and disability management programs, the WCB will ensure return to work activities are aligned with the Minister's Action Plan. The WCB will also continue to work with employers to promote best practices for disability management and return to work.

Five Year Targets:

Achieve an average of 80 per cent on injured worker satisfaction with return to work support.

Maintain an average claim duration of 34 days.

SERVICE

Goal: Improving service to injured workers, employers and other stakeholders

Strategies:

To improve service to injured workers, the WCB will focus on improving written and personal communication and will implement changes to the support for daily living process.

To improve service to employers, the WCB will implement enhanced employer payroll reporting and premium payment options, and will continue to improve employer feedback through surveys.

To improve service to stakeholders in the community, the WCB will expand the Brandon Regional Office catchment area to the Parklands region.

Goal: Delivering high quality service

Strategies:

To measure and monitor the quality of service to workers and employers, the WCB will continue to focus on strengthening its quality assurance framework.

To continually enhance quality through training, the WCB will provide enhanced cultural awareness training for staff dealing with diverse customers.

Goal: Developing a stronger service culture

Strategies:

To ensure all WCB staff view service as one of their highest priorities, the WCB will measure staff satisfaction with internal service and renew the service excellence celebration.

To ensure an integrated approach to customer service throughout the organization, the WCB will use third party standards to identify service gaps and provide training on techniques to improve cross-functional processes.

Five Year Targets:

Achieve at least 80 per cent on the WCB service culture index.

Pay at least 70 per cent of injured workers within 14 days of injury.

Achieve at least 80 per cent in injured worker and employer satisfaction.

Achieve at least 95 per cent in quality of claim management.

STEWARDSHIP

Goal: Building and maintaining an innovative organization

Strategies:

To build a foundation for innovation, the WCB will implement organizational changes to strengthen its capacity to innovate, including the Information Technology and business intelligence functions. The WCB will also complete the data mart for non-healthcare goods and services, conduct a comprehensive strategic planning exercise, develop a plan to modernize communication technologies, and complete implementation of a portal for the Board of Directors.

To ensure that legislative, regulatory and policy frameworks reflect current realities, the WCB will implement recommendations from the review of the Research and Workplace Innovation Program (RWIP) and review the self-insured employers' regulation and policy.

Goal: Maintaining financial strength

Strategies:

To ensure prudent financial management, the WCB will continue to manage the financials in alignment with the funding policy and International Financial Reporting Standards and will actively manage the investment portfolio to mitigate risk and achieve

optimum returns while maintaining an appropriate asset mix to support the benefit liabilities. In addition, the WCB will continue to manage the staff pension plan to ensure long-term viability.

Goal: Identifying and managing risk

Strategy:

To identify and mitigate risks to reaching the WCB's objectives, the organization will review and update the risk management plan. The WCB will also continue the modernization of older standalone claims applications to mitigate risk in that area.

To strengthen internal management and control systems, the WCB will implement the internal audit plan for 2013 and undertake other internal audit activities as approved by the Audit Committee.

To prevent and detect non-compliance, program abuse and fraud, the WCB will implement organizational changes to strengthen compliance capacity and develop a compliance framework. The WCB will also maintain and enhance the targeted program to increase workers' and employers' awareness of claim reporting rights and responsibilities, and consider a gap analysis of registered employers with the Canada Revenue Agency.

Goal: Building organizational strength through people

Strategies:

To foster an environment where staff are actively engaged in contributing to the WCB's goals, the organization will implement action plans to enhance teamwork and vision. The WCB will also negotiate a new Collective Agreement in 2013.

To develop organizational talent, the WCB will enhance its leadership development and diversity programs.

Goal: Enhancing reputation and stakeholder confidence

Strategies:

To promote and support WCB brands, the organization will enhance the use of social media to communicate WCB messages and create a framework for outreach to internal and external stakeholders.

To be a valued member of the community, the WCB will enhance the transparency of its sponsorship programs.

Five Year Targets:

Build reserves toward the funding policy target level.

Achieve an average of 80 per cent on WCB employee engagement measures.

Increase the number of Manitobans who believe the WCB makes a positive contribution to the province to 70 per cent.



WCBinsider

December

who offers you
a career with...

security
wellness
engagement
growth

WCB
does.
WCBdoes.com

R
W
INJUR





2013-2017 BUDGETED AND PROJECTED FINANCIAL STATEMENTS

In 2013 and beyond, the WCB will continue its work in Prevention, Recovery, Service and Stewardship. The organization's financial plans project annual operating surpluses which will allow the WCB to reach the accident fund reserve target and the funding ratio target in 2017.

WCB revenues include:

Premium revenue: this amount represents a combination of estimated annual assessable payroll and the average assessment rate, using reasonable assumptions for economic and inflationary growth. The average assessment rate used in the Five Year Plan is \$1.50.

Investment revenue: this amount represents a return that is consistent with the WCB's investment portfolio profile. A steady rate of return of 6 per cent is used throughout the Plan, as it is not possible to predict investment markets. Actual results in this area will vary and fluctuations can be significant.

WCB expenses include:

Claim costs: this amount assumes the injury rate will decline during the Five Year Plan period and includes a reasonable assumption for cost inflation. Fluctuations in claim costs can occur if there is an increase to injury rates, very expensive claims, a change in the mix of old and new claims, or a change in claim duration. Included in the claim cost projections are costs related to several actuarial projects which are estimated to impact claim costs significantly in each of the years 2013, 2014 and 2015.

Operating expenses: this amount represents salaries, employee benefits, infrastructure, the Appeal Commission, the Research and Workplace Innovation Program and administrative costs. In 2013 and beyond, estimates include a reasonable assumption for inflation.

Proforma Statement of Financial Position (unaudited)

As at December 31
(000's)

	2012 Actual	2013 Budget	2014 Projection	2015 Projection	2016 Projection	2017 Projection
Assets	\$ 1,343,636	\$ 1,413,690	\$ 1,502,586	\$ 1,587,486	\$ 1,676,164	\$ 1,768,175
Liabilities	1,061,632	1,121,078	1,200,737	1,274,534	1,317,324	1,359,284
Funded position	282,004	292,612	301,849	312,952	358,840	408,891
	\$ 1,343,636	\$ 1,413,690	\$ 1,502,586	\$ 1,587,486	\$ 1,676,164	\$ 1,768,175
Funding ratio	126.6%	126.1%	125.1%	124.6%	127.2%	130.1%

Proforma Statement of Operations and Comprehensive Income (unaudited)

For the years ending December 31
(000's)

	2012 Actual	2013 Budget	2014 Projection	2015 Projection	2016 Projection	2017 Projection
Projected average assessment rate	\$ 1.51	\$ 1.50	\$ 1.50	\$ 1.50	\$ 1.50	\$ 1.50
Premium revenue	\$ 277,458	\$ 282,486	\$ 293,118	\$ 293,221	\$ 301,236	\$ 309,962
Investment income	99,674	63,460	67,888	72,628	77,703	83,136
Revenue	377,132	345,946	361,006	365,849	378,939	393,098
Claim costs incurred	216,021	256,464	270,529	271,070	246,864	254,275
Operating expenses	69,768	78,874	81,240	83,676	86,187	88,772
Total expenses	285,789	335,338	351,769	354,746	333,051	343,047
Operating surplus	91,343	10,608	9,237	11,103	45,888	50,051
Other comprehensive loss	(22,884)	-	-	-	-	-
Total comprehensive income	\$68,459	\$10,608	\$9,237	\$11,103	\$45,888	\$50,051

WORKERS COMPENSATION BOARD OF MANITOBA
FIVE YEAR PLAN 2013-2017